

Central Area Action Plan

Adopted by the Chicago Plan Commission

August 20, 2009

ACTION PLAN TABLE OF CONTENTS

The Central Area Action Plan (CAAP) contains a wealth of information intended to encourage implementation of the policies and projects essential for the Central Area's effective functioning, growth and quality of life.

The CAAP builds upon the vision for the Central Area articulated in the 2003 Central Area Plan. It also represents input from community stakeholders and technical expertise from the project's Steering Committee, Task Forces, City staff and project planners.

The CAAP can be found on the City's website at: www.cityofchicago.org. The 2003 Central Area Plan is also available online for download.

Executive Summary

Provides an overview of the Action Plan, including the goals and objectives identified by three Task Forces: Economic Development & Land Use; Transportation; and Urban Design, Waterfront & Open Space. It also includes a list of the recommended Action Plan projects, phasing schedule and estimates of required investment.

Chapter 1: Economic Development & Land Use

Updates economic development and land use trends since the 2003 Central Area Plan. Based on this update, the Task Force recommended nine economic policy goals and new annual growth benchmarks.

Chapter 2: Transportation

Presents transportation trends in the Central Area since 2003. Six overriding policy goals are recommended, and the transportation projects related to each goal are identified.

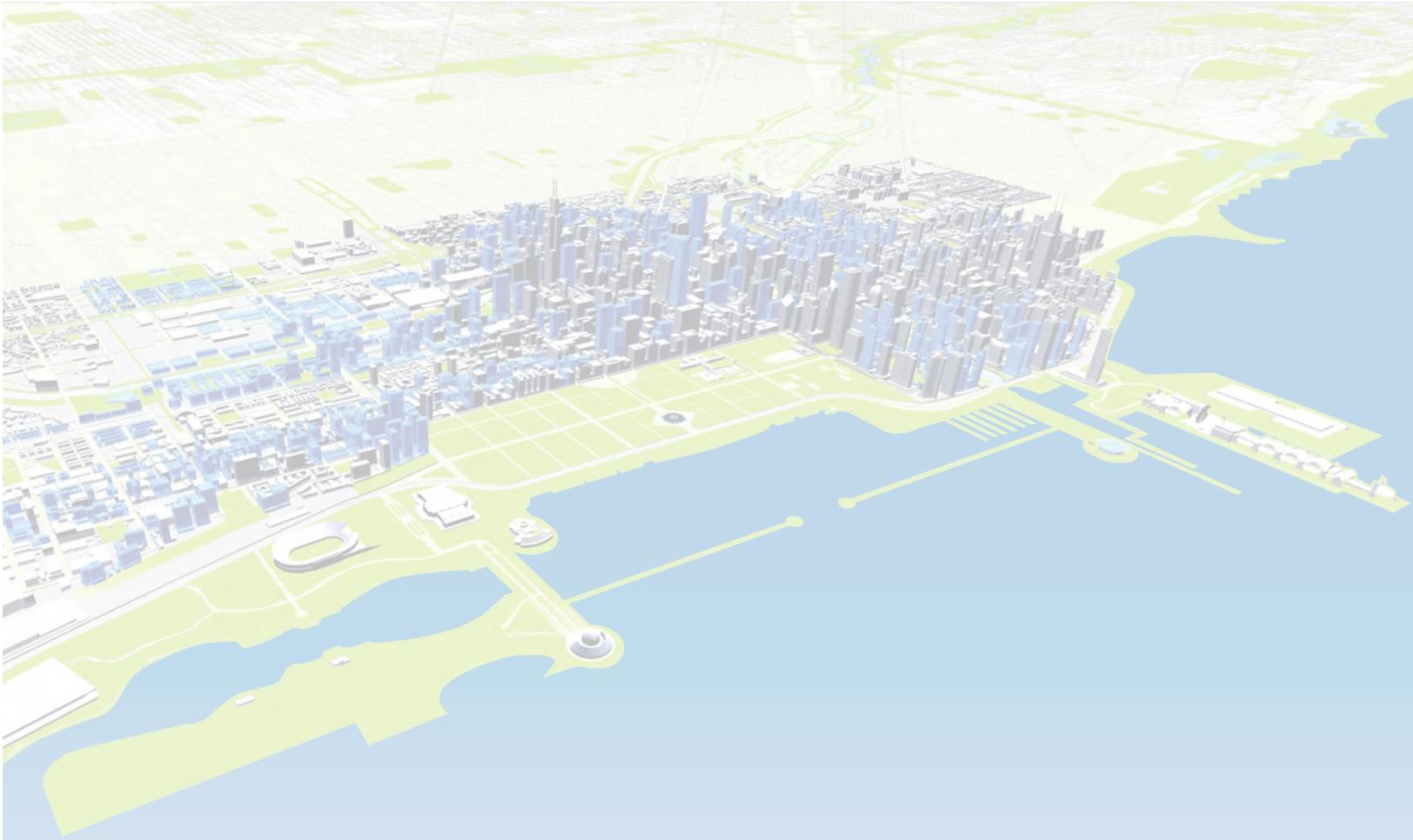
Chapter 3: Urban Design, Waterfront & Open Space

Describes the status of projects from the 2003 Central Area Plan and details the urban design, waterfront and open space projects included in this Plan. Five comprehensive policy goals summarize the findings and conclusions.

Chapter 4: Central Area Planning Subdistricts

The overall Central Area Action Plan is detailed for each of the twelve Central Area planning subdistricts. Each local action plan is suitable for use by city planners, citizens, and interested stakeholders.

Action Plan Project Map & Acknowledgements



Executive Summary

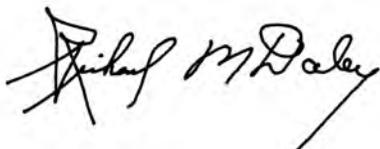
MESSAGE FROM THE MAYOR

As Mayor and on behalf of the citizens of Chicago, I want to thank you for your interest in the Central Area Action Plan.

Approved by the Chicago Plan Commission in August 2009, the Plan serves as a road map for public infrastructure investments, especially as they relate to transit and open space. The plan prioritizes potential projects, establishes cost estimates and identifies the next steps to make them a reality by 2020.

The mixed-use expansion of Chicago's Central Area in the last decade does more than highlight its appeal to residents, workers and visitors. It also underscores the area's potential for future growth. As one of the world's most livable cities, Chicago must build on its existing assets while creating new opportunities for neighborhood expansion and improvement. This Plan is a strategy to do both.

As with all of our greatest projects, public and private cooperation will be essential for the success of the Central Area Action Plan. I encourage you to review its recommendations and help support its goals for a healthy, vibrant future for Chicago.



Richard M. Daley, Mayor
City of Chicago



GREAT PLANS FOR A GREAT CITY

In the centennial year of Burnham and Bennett's 1909 Plan of Chicago, it is fitting to adopt a major new plan that carries its legacy into the new century.

The 2003 Central Area Plan responded to the remarkable transformation of Chicago's Downtown over the previous 20 years. The first Downtown plan produced by the City since 1958, it detailed the potential for the growth of the Central Area over the next two decades. The Central Area Action Plan (CAAP) takes the next step in implementing the goals of the Central Area Plan. The prioritized list

of key transportation, urban design, waterfront, and open space projects set forth in this report are critical to achieving the vision of the Central Area Plan.

Under the leadership of Mayor Richard M. Daley, the Central Area has continued to prosper, gaining worldwide recognition as a great place to work, live, learn and play. Despite the current slowdown in the economy, long-term planning will position the Central Area for sustained growth, and will ensure that it continues to be the economic engine for the city, the region, the state and the Midwest.



Image ES-1: Central Loop and West Loop

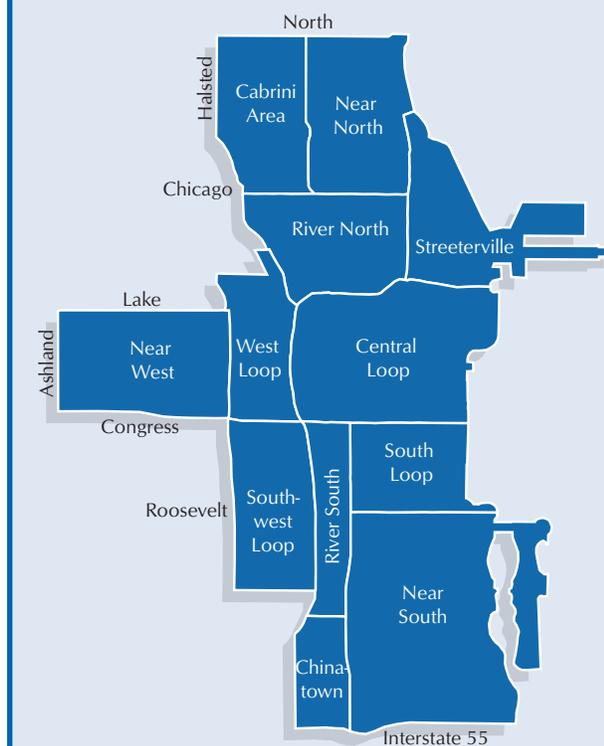
THE PLANNING PROCESS

The CAAP is the product of an 18-month planning and prioritization effort by a broad group of dedicated Chicagoans. Mayor Daley assembled a Steering Committee of 30 business and civic leaders to create an actionable plan to achieve the vision defined in the 2003 Central Area Plan. The CAAP is the result of the Committee's work and extensive input from three Task Forces that addressed economic development and land use; transportation; and urban design, waterfront, and open space.

The City of Chicago Department of Zoning and Land Use Planning (DZP),

in collaboration with the Chicago Department of Transportation (CDOT), provided direction for the planning project and coordinated with other government agencies including the Department of the Environment, Chicago Transit Authority, the Chicago Park District and Chicago Public Schools. Major stakeholders in the public and private sectors were consulted throughout the planning process. The Steering Committee and Task Force members, as well as the Consultant Team, Aldermen and key City of Chicago staff, are listed on the Acknowledgments page at the end of the Plan document.

Figure ES-1: Subdistricts



Subdistricts

The City's Department of Zoning and Land Use Planning divides the Central Area into twelve planning subdistricts.

In some cases the policies and projects contained within the Action Plan are located entirely in a single subdistrict; in many cases, however, the projects span several subdistricts.

To accompany the overall set of goals and projects for the Central Area (presented in Chapters 1, 2, and 3), detailed recommendations for each of these subdistricts are provided in Chapter 4.

An Action Plan Project Map summarizing the major projects for the entire area is provided at the end of the Plan document.

DEVELOPMENT GROWTH AND BENCHMARKS

The CAAP provides a road map for the continued implementation of the 2003 Central Area Plan. The Action Plan envisions that the Central Area will expand its role as the core of the regional economy and a center for cultural and recreational amenities.

The annual development benchmarks established in the 2003 Plan were met or exceeded since its publication. Residential development far surpassed expectations. More retail space, hotel rooms, student housing, and cultural facilities were added to the Central Area than projected, and office development was on target.

Updated development benchmarks for 2020 are provided in Table ES-1. The base-case scenario takes into account the current downturn in the economy and assumes moderate levels of public and private investment. The opportunity scenario envisions the growth potential of the Central Area if the goals and projects of the CAAP are implemented through

Table ES-1: Annual Growth Benchmarks by Sector, 2008-2020

	Base Case Scenario	Opportunity Scenario
Population	4,200	5,300
Employment	3,500	5,000
Office (SF)	700,000	1,000,000
Retail (SF)	200,000	300,000
Cultural (SF)	85,000	100,000
Residential (Units)	2,600	3,300
Student Housing (Beds)	200	400
Hotel (Rooms)	500	700

increased public and private investment and the economy recovers by mid-decade.

The CAAP identifies key transportation improvements as the foundation for expanding the employment base, increasing residential population, accommodating more tourists, attracting more shoppers, and supporting more students. Meanwhile, sustainable urban design, additional open space, and improvements to the waterfront are recommended to enhance the attractive qualities of the environment that bond people to place.

The opportunity scenario estimates the Central Area could add an annual average of 1.0 million square feet of office space; 300,000 square feet of retail space; 3,300 housing units; 400 dormitory beds; and 700 hotel rooms. This scenario assumes that the growth in employment, population, and visitation is supported by significant investment in infrastructure, particularly transportation. This potential growth could be slowed if current economic conditions persist.



Image ES-2: Millennium Park

ECONOMIC DEVELOPMENT AND LAND USE GOALS



Image ES-3: New high rise residential in the Central Loop

Nine goals are recommended by the Economic Development and Land Use Task Force to support growth in the region and Chicago's Central Area. The Transportation Task

Force and Urban Design Task Force goals and projects described on the following pages provide additional implementation specifics.

Maintain Chicago's Position as the Economic Engine of the Region

Total employment in the Central Area is estimated to reach between 600,000 and 630,000 by 2020. These employment estimates represent an average growth of 3,500 to 5,000 jobs per year.

To reach this potential the Central Area must improve its current 45% -

50% share of regional office growth to approximately 60% by investing in mass transit and by strengthening its attractiveness to knowledge-based workers. Further, potential office sites in the Central Loop and West Loop must be protected by zoning for employment-generating uses.

Support Dense Residential Growth to Enhance Urban Vibrancy and Utilize the Urban Infrastructure

From 2000 to 2007, the residential population of the Central Area grew by nearly 54,000 to reach approximately 165,500, and population projections for 2020 range from 215,000 to 230,000. Densities allowed in the

updated Chicago Zoning Ordinance (that went into effect in the Downtown districts in November 2004) must be maintained to achieve the growth projections upon which this Plan is premised.



Image ES-4: Riverfront development along the North Branch of the Chicago River

ECONOMIC DEVELOPMENT AND LAND USE GOALS

Implement Cutting-Edge Environmental Practices and Green Building Techniques

Continuing implementation of environmentally responsible practices will maintain Chicago's role as a leader in sustainable urban design. Sustainable land use and economic development will promote efficient infrastructure growth, conserve energy, reduce materials consumption, mitigate negative environmental impacts (such as air pollution or storm water runoff), reduce automobile trips, and en-

courage use of alternative transportation modes. Key policies include encouraging compliance with green standards for building construction and neighborhood development, designing and installing sustainable infrastructure, concentrating development along high-use corridors and transit lines, promoting the use of public transit, and designing walkable, mixed-use environments.



Image ES-5: Dearborn Center Green Roof

Enhance Parks, Corridors and Waterfronts for Residents, Workers, Students and Visitors

Key projects will expand open space to keep pace with the needs of Central Area patrons. All development sectors—residential, retail, hotel, institutional and office—will benefit from high-quality streetscaping, waterfront, and parks projects. Enhancements to

Millennium and Grant Park will further increase visitation. Expanding the harbor and riverfront system will allow more of the region's residents and visitors to enjoy the Chicago River and Lake Michigan.



Image ES-6: Navy Pier

ECONOMIC DEVELOPMENT AND LAND USE GOALS

Better Connect to the World through O'Hare and Midway Airports As Well As the Regional Rail Network

Express train service to O'Hare and Midway airports, continued airport expansion, and improvements in and around Union Station will enhance

Chicago's international and regional gateways. High-speed intercity rail expansion will increase regional travel to and from the Central Area.

Strengthen Chicago's Ties to the North American Economy through Efficient Freight Delivery

Chicago's global status as the largest inland international container port in North America must be protected through railroad carrier investments. With state and federal government initiatives and the CREATE program, Chicago can reduce rail junction conflicts to ensure that both passengers

and freight can move efficiently. It is vital to continue to improve viaducts and roadways to accommodate freight movement. Requiring off-peak delivery hours and encouraging loading zone management will minimize the impacts of freight delivery in the Central Area.



Image ES-7: Proposed West Loop Transportation Center

ECONOMIC DEVELOPMENT AND LAND USE GOALS

Invest in Transit to Support the Growth Envisioned by the Plan

The connection between transit and economic development is clear. Investments in transit are essential to maintain and grow the Central Area as the economic engine of the City, the region, the state and the Midwest. This Action Plan identifies specific transit needs and projects, with

priority given to capacity enhancements for the existing system. Signal upgrades, passenger information systems, station modernization, CTA and Metra line extensions, intermodal (train to bus) facilities and dedicated transitways are the key recommended projects.

Frame a City/State/Federal Capital Investment Plan Supplemented by Private Participation

The more than \$15 billion in capital expenditures identified in the CAAP will require funding from a variety of sources. Support for the Plan from residents and business leaders is critical. Recognizing that Tax Increment Financing (TIF) is the City's primary

economic development tool, this Action Plan recommends that the majority of TIF revenues and related leveraged funding be dedicated to the long-term capital projects identified in the Plan, with emphasis on transportation projects.

Incorporate the Central Area Action Plan into the Regional Transportation Plan as well as State and Federal Capital Programs

With its support for high-density development, the CAAP reflects the principles of sustainable development, compact growth, transit-oriented design and smart growth. Because the Central Area is the centerpiece of the regional economy, implementa-

tion of the Plan should be supported with a coordinated approach to funding from several levels of government. The recommended capital improvements and their estimated costs should be incorporated in city, state and federal capital funding plans.



Image ES-8: Park Grill at Millennium Park



Image ES-9: Proposed Lakefront Trail expansion north of Navy Pier



Image ES-10: Proposed streetscape enhancements

TRANSPORTATION GOALS AND PROJECTS



Image ES-11: Proposed Lakefront Trail flyover at Illinois Street



Image ES-12: Upgraded passenger areas at Millennium Station

Six goals are recommended by the Transportation Task Force. Providing daily work trips into the Central Area is the focus of the current transportation system and places the greatest strains on it. Maintaining and upgrading this system supports employment growth and economic development. At the same time, new

residential growth means more people making work trips both out of and within the Central Area. The CAAP also recognizes that the needs of visitors, including those traveling to the internationally important McCormick Place, are vital to Chicago's economy. Each transportation goal and related projects are described below.

Improve Transit in Central Area

Improving and expanding the Central Area's transit system is the most important investment needed to support continued employment and residential growth.

- The ongoing modernization of CTA stations has improved the transit environment in the Central Area, and funding of this program should be continued. Complementary investments in passenger information systems are required to increase utilization of the existing system.
- A new system of grade-separated transitways will allow faster transit connections within the Central Area. The Carroll Avenue Transitway will link the West Loop to Streeterville and River North. Additional transitways will enable travel east-west across the Loop, and north-south through Grant Park. These transitways

will distribute passengers from Union Station and Ogilvie Transportation Center to destinations throughout the Central Area.

- New infill CTA stations on the existing rapid transit lines will serve growing Central Area neighborhoods such as the Near South, Near West and Cabrini Area.
- A combination of projects will better link the numerous transit resources that serve the primary employment growth district in the Central Area—the West Loop. In the short term, building an intermodal facility and enhancing access at Union Station will improve the function of the Central Area's busiest transit station. In the long term, the multi-level West Loop Transportation Center will tie together new transitways, commuter rail services, a new Clinton Subway and regional high-speed rail services.

TRANSPORTATION GOALS AND PROJECTS

Increase Regional Transit Capacity

The regional transit network converges on the Central Area, and this relationship must be strengthened by strategic investments in existing infrastructure as well as new services. These projects are shown as “Regional Supporting Projects” in the Plan document, but not included in the total infrastructure budget for the Central Area.

- A system-wide rebuilding of CTA rail signals and track infrastructure is foremost in expanding capacity and enhancing safety, particularly on highly utilized services such as the Blue and Red Lines.
- Metra will extend and upgrade service on the Union Pacific-West and Union Pacific-Northwest lines.
- Extensions of the CTA Red, Orange and Yellow Lines will bring rapid transit service to underserved neighborhoods in Chicago and close-in suburbs.
- Metra’s proposed Southeast Service will connect high-growth suburban areas to employment concentrations in Central Area.
- Metra’s proposed STAR line will improve regional transit connectivity by linking developing suburban areas to one another and O’Hare International Airport.



Image ES-13: Loop “L”

TRANSPORTATION GOALS AND PROJECTS



Image ES-14: The bicycle station at Millennium Park



Image ES-15: Additional roadway connections are to be added along the South Branch of the Chicago River

Improve the Pedestrian Environment

An increase in transit trips must be supported by improvements to the associated on-street and off-street pedestrian environment.

- With strong passenger growth at Union Station and Ogilvie Transportation Center, the pedestrian capacity along Clinton and Canal Streets near these stations needs to be expanded.

- Growth in tourism drives the need for pedestrian improvements along the Illinois/Grand corridor to better connect Navy Pier with hotels, restaurants and other tourist attractions.
- Pedestrian improvements will also build on the existing trail network, particularly along the Lakefront and Riverfront.

Manage Traffic Circulation

An interconnected street grid is the key to traffic circulation and pedestrian mobility. Making the existing grid network safer and more functional is a focus for the Central Area.

- Phase Two of the Wacker Drive reconstruction will reconfigure the two levels along the north-south portion (south of Lake Street), making circulation easier and safer for both drivers and pedestrians.
- A major improvement of North Lake Shore Drive will smooth the curve at Oak Street and expand intersection capacity at Chicago Avenue. These improvements will enhance the safety and function

of the road network and create additional open space.

- The City will maximize recent investments in signal interconnects, traffic cameras and traffic control assistants by creating a Traffic Management Center. By ensuring mobility during major events, the Center will safeguard the security of the Central Area's assets and its people.
- A Wells-Wentworth Connector and new bridges across the South Branch of the Chicago River will fill gaps in the grid network through this largely undeveloped portion of the Central Area.

Encourage Alternative Modes

Infrastructure improvements for non-automobile modes of travel will increase bicycling and water taxi usage.

- The bicycle network will be expanded and improved with additional on-street bicycle lanes and markings.
- Additional bicycle stations in the West Loop will make it easier for commuters to store and rent bicycles.

- The Central Area's existing network of trails and greenways will be better connected to its waterfronts and open spaces.
- Completion of the Riverwalk will provide new opportunities for walking and water taxi service for residents and workers along the Chicago River.

TRANSPORTATION GOALS AND PROJECTS

Improve National and International Connections

Transportation investments must continue to strengthen the Central Area's connection to the Midwest, the U.S. and the world.

- Future dedicated Airport Express train service to O'Hare and Midway airports will improve the attractiveness of the Central Area for tourists, business travellers and residents
- Investment in Union Station and the West Loop Transportation Center will link transit to regional high-speed rail.
- Completion of improvements to the O'Hare runway, terminal and roadways (as well as investments at Midway Airport) will keep Chicago a competitive place for international and national business.



Image ES-16: Block 37 redevelopment

URBAN DESIGN, WATERFRONT & OPEN SPACE GOALS AND PROJECTS

Five key goals with related policies and projects are recommended by the Urban Design, Waterfront and Open Space Task Force. They build upon the work of the 2003 Plan and provide an orderly program of

improvements. These improvements bond people and place, and will enhance the Central Area's attractiveness to businesses, residents and visitors.

Strengthen Chicago As an Environmentally Sustainable City

Chicago will remain the leader in urban sustainability. The Central Area will be composed of dynamic mixed-use districts served by transit and linked by pedestrian-oriented streets

and welcoming open spaces. Each urban design, waterfront and open space project will use green building materials and environmental best practices.

Strengthen the Lakefront as Chicago's Great Public Space

Urban design, in conjunction with transportation projects, will enhance the Lakefront.

- A high priority is the expansion of the Lakefront Trail and associated park areas from Navy Pier to North Avenue Beach.
- The Lakefront Trail bridge at the Chicago River, the pedestrian

connection at Queen's Landing and the Lakefront Transitway are key projects that will improve connections to the Lakefront and link its various attractions.

- Gateway Harbor at Navy Pier will further enliven the Lakefront by expanding boat access to this major activity center.



Image ES-17: DuSable Harbor

URBAN DESIGN, WATERFRONT & OPEN SPACE GOALS AND PROJECTS

Develop the Chicago Riverfront as a Continuous System of Premier Public Places

Continuous public access to the River will link existing connections and new access points.

- Five phases of riverfront improvements will begin with the Main Branch, then continue north to Halsted and south to Chinatown. Vertical access from street-level and under-bridge connections are needed for pedestrian circulation.

- Wherever feasible, new developments will have street-level retail space oriented to and accessible from the Riverwalk.
- A riverfront management entity should be established to provide oversight of the Riverwalk system.



Image ES-18: Enhanced Riverfront plaza

Create the Next Generation of Downtown Parks

Parks and open space will be incorporated into plans for large projects, as well as added in densely developed areas.

- A wide range of recreational and natural amenities will be created on Northerly Island.
- Capping the Kennedy will add green space in the West Loop to attract office and residential growth.
- Lakefront open space will be enhanced through a public-private

- partnership at DuSable Park.
- The expansion of Ping Tom Park will include a rail underpass, a community center and a boat house.
- Railscape and other improvements in Grant Park will creatively reuse existing land and infrastructure to add usable open space.
- The proposed private redevelopment of the Fort Dearborn Post Office site will include needed open space for River North.



Image ES-19: Ping Tom Park

Complete the Central Area's Framework of Richly Landscaped Streets and Boulevards

Chicago's rich heritage of signature landscaped north-south streets and corridors will be augmented with a similar series of east-west streets.

- Division St.; Congress Parkway; Grand Ave. and Illinois St. (from Michigan Ave. to Lake Shore Dr.); Randolph St. (east of Michigan Ave.); South Wacker Dr.; and the Union Station area will be the primary focus for streetscape improvements.

- Interstate highway interchanges into the Central Area will be attractively landscaped as they are upgraded.
- Innovative green water management techniques and materials will be used to transform alleys and streets.
- Special lighting illuminating buildings and civic features will be installed in partnership with private owners, particularly along Michigan Avenue's historic street-wall.



Image ES-20: Proposed "capping" of the Kennedy Expressway

ACTION PLAN PROJECTS

The major capital projects included in the CAAP will require a \$15.55 billion investment by the year 2020. The bulk of this investment is for improvements to the public transportation infrastructure serving the Central Area.

An additional \$6.25 billion in regional transit capacity projects are listed as key supporting elements (see page

ES-20). While the City should support these projects, the CTA and Metra will lead their development and implementation, and they are not included in the bottom-line budget for the Central Area.

A three-phase implementation plan, based upon the priorities set by the Task Forces and the City's capacity to stage and accelerate projects, assigns

projects to three consecutive four-year intervals between 2008 and 2020.

Engineering and planning work must begin immediately upon the Plan's adoption to reach many of the 2016 and 2020 targets.

Individual projects are listed and described on the following page. Cost estimates and the project phasing plan are detailed in the pages that follow.

Table ES-2: Central Area Project Cost Summary

Phase	Cost (2007 \$)	Annual Average
2008-2012	\$6,207,100,000	\$1,551,775,000
2012-2016	\$5,208,000,000	\$1,302,000,000
2016-2020	\$4,135,000,000	\$1,033,750,000
GRAND TOTAL	\$15,550,100,000	\$3,887,525,000

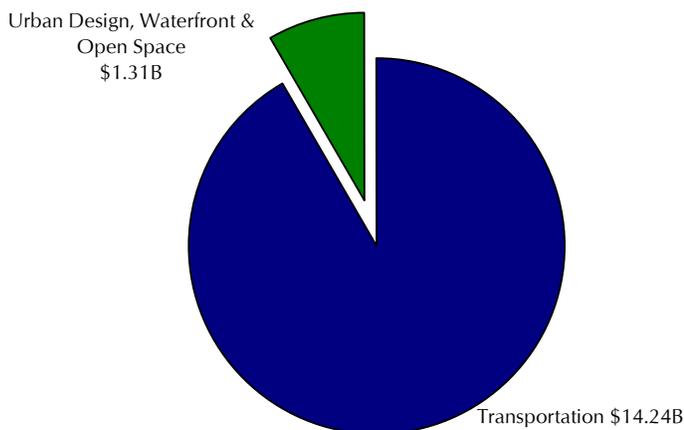
CAAP Employment Impacts

Implementation of the CAAP would provide an economic boost to the City and the region, primarily by supporting jobs in construction and related industries. The investment is also expected to support continued growth of the employment base in the downtown office district. Key statistics include:

- The \$15.55 billion infrastructure investment in the Central Area would directly support more than 11,000 jobs per year over the 12-year implementation period of the Plan. According to regional wage estimates for construction-oriented employment, that totals \$8.8 billion in wages for the local economy (2008 \$).
- Indirect employment from "supporting industries" would add another 5,000 jobs per year and \$2.2 billion in wages.
- Furthermore, this level of investment is expected to support the creation of 18,000 additional permanent jobs in the Central Area by 2020.

Note: Estimates based on employment impact figures developed by the U.S. DOT via its JOBMOD2 model. Wage data based on 2008 information from the Illinois Department of Employment Security.

Figure ES-2: Overall Costs by Project Type
Central Area Action Plan Projects



ACTION PLAN PROJECTS

Central Area Transportation Projects

Airport Express Rail Service: Direct express rapid transit service from the Central Loop to terminals at O'Hare and Midway

Carroll Avenue Transitway: Limited-stop, dedicated transit link connecting West Loop, River North and Streeterville

Clinton Street Transitway: Link between Carroll Avenue Transitway and West Loop Transportation Center

Clinton Subway: New West Loop subway connecting Cermak/Chinatown and North/Clybourn CTA stations

CREATE Program: Infrastructure investments to improve reliability of freight and passenger rail (3 phases)

CTA Infill Stations: New "L" stations along existing rail lines to increase access to transit (4 stations)

CTA Signal & Capacity Upgrades: Signal modernization and elimination of slow zones on rail network

CTA Station Modernization: Upgrades to existing stations in the Central Area (3 phases)

East-West Transitway: Limited-stop, dedicated transit service through Central Loop beneath Monroe Street

Lakefront Transitway: Limited-stop and dedicated transit service connecting Near South to Streeterville through Grant Park

Metra Extension & Upgrades: Improvements to the Union Pacific Northwest and West lines (2 lines)

North Lake Shore Drive Improvements: Smoothed curve at Oak Street to improve safety

Pedestrian Bridges over Chicago River: Improved pedestrian connections to train stations in West Loop and tourist areas in Streeterville (2 bridges)

South Branch Bridges: Connect street grid over the Chicago River at Taylor and 16th Streets or Polk (2 bridges)

Transit Passenger Information System: Improved program for consistent signage and dynamic passenger information across all modes (2 phases)

Union Station Access / Intermodal Upgrades: Improved access points and wayfinding outside the station and an intermodal transfer facility along Jackson

Union Station Capacity/Facility Upgrades: Upgraded passenger and customer amenities inside the station, including waiting areas and improved platform areas

Wacker Drive Reconstruction - Phase II: Upgrade to the north-south portion of Wacker Drive

Wells-Wentworth Connector: New north-south arterial through River South between Harrison and Cermak (2 phases)

West Loop Bicycle Station: Bicycle parking and locker room to serve bike commuters

West Loop Transportation Center: Four-level intermodal transfer facility beneath Clinton Street

Urban Design, Waterfront & Open Space Projects

Chicago River Management Entity: Establish, fund, and empower an organization to develop and manage riverfront improvements

DuSable Park: New park space at the inlet of the Chicago River commemorating Chicago's founding settler

Fort Dearborn Park: Open space as part of redevelopment of current Post Office site

Gateway Harbor: New boat marina and amenities connecting Dime Pier to the Navy Pier headlands

Grant Park Renovations: Reconstruction of the Monroe Street parking structure will be coordinated with facility and amenity enhancements (to be determined)

Kennedy Cap: Create new park land over the expressway between Monroe and Washington

Kennedy Corridor Enhancements: Improved connections across the expressway with traffic calming and landscaping

Lakefront Trail Bridge: Flyover connection crossing the Chicago River at the Lake

Lakefront Trail Expansion: Expansion of the park and trail into the Lake between North Avenue and Navy Pier

Lighting Enhancements: Lighting improvements along signature streets using grant or loan program to encourage private investment (2 phases)

Northerly Island Park Improvements: A new park highlighting sustainable design features to serve as an outdoor museum for conservation

Pedestrian Connection at Queen's Landing: Improvements of the pedestrian connection between Grant Park at Buckingham Fountain and the Lakefront Trail

Ping Tom Park Phase II: Expansion north of 18th Street along the South Branch of the Chicago River (2 phases)

Railscape Improvements: Screening of the rail line in Grant Park south to Museum Place with increased park land

Riverfront Improvements: Continued development of recreational and pedestrian system along the Main, North and South Branches of the Chicago River (5 phases)

Streetscape/Corridor Improvements: Upgraded on-street pedestrian environment for key east-west corridors, Wacker Drive and Union Station area (2 phases)

PHASING PLAN 2008-2012

Transportation Projects		Cost
Central Area Transit	CTA Station Modernization (4 Stations)	\$360,000,000
	Carroll Avenue Transitway	\$260,000,000
	Clinton Street Transitway	\$60,000,000
	CTA Infill Station (Morgan - Green/Pink)	\$60,000,000
	Transit/Passenger Information Systems	\$10,000,000
Regional Transit Capacity	CTA Signal & Capacity Upgrades	\$1,500,000,000
	CREATE Program (Phase I)	\$750,000,000
	Metra UP-W Upgrades	\$536,000,000
	Metra UP-NW Extension & Upgrades	\$419,000,000
Pedestrian Environment	Union Station Access/Intermodal Upgrades	\$30,000,000
Traffic Circulation	Wacker Drive Reconstruction (Phase II)	\$350,000,000
	Wells-Wentworth Connector (Phase I)	\$30,000,000
Alternative Modes	West Loop Bicycle Station	\$1,000,000
National/International	Airport Express Rail Service	\$1,500,000,000
Connections	Union Station Capacity/Facility Upgrades	\$60,000,000
Subtotal		\$5,926,000,000

Urban Design, Waterfront & Open Space Projects		Cost
Urban Design	Congress Parkway Streetscape	\$19,000,000
	Grand & Illinois Streetscape	\$19,000,000
	Kennedy Corridor Enhancements	\$10,000,000
	East Randolph Streetscape	\$8,750,000
	Lighting Enhancements (Michigan, Congress & Wacker)	\$600,000
Waterfront	Main Branch Riverfront (Phase I)	\$46,000,000
	Gateway Harbor	\$30,000,000
	Chicago River Management Entity	\$250,000
Open Space	Northerly Island Park Improvements	\$75,000,000
	Grant Park Improvements North	\$35,000,000
	Ping Tom Phase II (Site Dev./Railway Underpass)	\$20,000,000
	DuSable Park	\$17,000,000
	Pedestrian Connection at Queen's Landing	\$500,000
Subtotal		\$281,100,000

TOTAL COST (2008-2012) \$6,207,100,000

NOTE: Costs are preliminary and based on current best practices; pre-engineering studies will be needed to refine estimates. Costs presented in 2007 dollars.

PHASING PLAN 2012-2016

Transportation Projects		Cost
Central Area Transit	West Loop Transportation Center	\$2,000,000,000
	Clinton Subway (Phase I)	\$1,000,000,000
	CTA Station Modernization (3 Stations)	\$270,000,000
	East-West Transitway (Monroe)	\$200,000,000
	Lakefront Transitway	\$150,000,000
	CTA Infill Station (Cermak or 18th - Green)	\$60,000,000
	CTA Infill Station (Division - Brown/Purple)	\$60,000,000
	Transit/Passenger Information Systems	\$10,000,000
Regional Transit Capacity	CREATE Program (Phase II)	\$750,000,000
Traffic Circulation	North Lake Shore Drive Improvements	\$200,000,000
	South Branch Bridge at Taylor Street	\$50,000,000
	Wells-Wentworth Connector (Phase II)	\$15,000,000
Subtotal		\$4,765,000,000

Urban Design, Waterfront & Open Space Projects		Cost
Urban Design	West Loop/Union Station Area Streetscape	\$33,000,000
	Division Streetscape	\$21,000,000
	Lighting Enhancements (LaSalle & Randolph)	\$400,000
Waterfront	Lakefront Trail Expansion	\$177,000,000
	North Branch Riverfront (River North)	\$75,000,000
	Main Branch Riverfront (Phase II)	\$46,000,000
	South Branch Riverfront (Downtown)	\$15,000,000
Open Space	Lakefront Trail Bridge	\$25,000,000
	Ping Tom Phase II (Multi-Purpose Center/Boathouse)	\$18,000,000
	Grant Park South Railscape	\$17,200,000
	Grant Park Central Railscape	\$7,900,000
	Central Station Area Railscape	\$7,500,000
Subtotal		\$443,000,000

TOTAL COST (2012-2016) \$5,208,000,000

NOTE: Costs are preliminary and based on current best practices; pre-engineering studies will be needed to refine estimates. Costs presented in 2007 dollars.

PHASING PLAN 2016-2020

Transportation Projects		Cost
Central Area Transit	Clinton Subway (Phase II)	\$2,000,000,000
	CTA Station Modernization (2 Stations)	\$180,000,000
	CTA Infill Station (Clark/18th - Orange)	\$60,000,000
Regional Transit Capacity	CREATE Program (Phase III)	\$1,200,000,000
Pedestrian Environment	Pedestrian Bridges over River (Streeterville, West Loop)	\$60,000,000
Traffic Circulation	South Branch Bridge (16th or Polk)	\$50,000,000
Subtotal		\$3,550,000,000

Urban Design, Waterfront & Open Space Projects		Cost
Urban Design	Kennedy Cap	\$500,000,000
Waterfront	South Branch Riverfront (River South)	\$75,000,000
Open Space	Fort Dearborn Park	\$10,000,000
Subtotal		\$585,000,000

TOTAL COST (2016-2020) \$4,135,000,000

NOTE: Costs are preliminary and based on current best practices; pre-engineering studies will be needed to refine estimates. Costs presented in 2007 dollars.

Regional Supporting Projects

These transit projects improve the regional system centered on the Central Area, but are located entirely outside the study area and thus are not included in the Action Plan budget. The City should continue to coordinate with the Chicago Transit Authority and Metra as they study and plan these major proposed investments, which could total an additional \$6.25 billion.

CTA Line Extensions - Red, Yellow, Orange:
Expanded transit connections to the Central Area

CTA Circle Line: new transit "loop" providing connections between rail lines and reducing congestion in Loop

Metra SouthEast Service: New commuter rail line expanding service to the southeast suburbs

Metra STAR Line: New intersuburban rail line connecting Joliet, Rolling Meadows, and O'Hare airport

Phase	Project	Cost
2012-2016	CTA Red Line Extension	\$1,000,000,000
	Metra SouthEast Service	\$550,000,000
	CTA Orange Line Extension	\$300,000,000
	CTA Yellow Line Extension	\$300,000,000
2016-2020	CTA Circle Line	\$3,000,000,000
	Metra STAR Line	\$1,100,000,000
TOTAL		\$6,250,000,000

IMPLEMENTATION AND FUNDING

Funding for a program of the size, complexity and duration of the CAAP must be assembled from a variety of sources, including the City, other local agencies, the State of Illinois, the federal government and the private sector.

The capital improvements are estimated to cost \$15.55 billion over the 2008 to 2020 time frame. Analysis of historic funding patterns for the kinds of projects included in the Plan suggests that the City's share of the total costs could range from \$6 to \$8 billion, or an average of \$500 to \$667 million per year.

Private Partnerships

Whenever possible, the City will continue to defray the costs of the CAAP program by partnering with developers, benefactors and other private interests on implementing individual projects. Examples for this type of arrangement include:

- The development of parks and open space within or adjacent to development sites in the Central Area. An example is the agreement with developers of the proposed Spire to fund the creation of DuSable Park.
- Creation of stations, shelters or other transit facilities which are integrated with adjacent developments, such as the ongoing agreements along the Carroll Avenue Transitway right-of-way to protect and preserve areas for stations within high-rise buildings.

The City of Chicago's Capital Improvement Plan

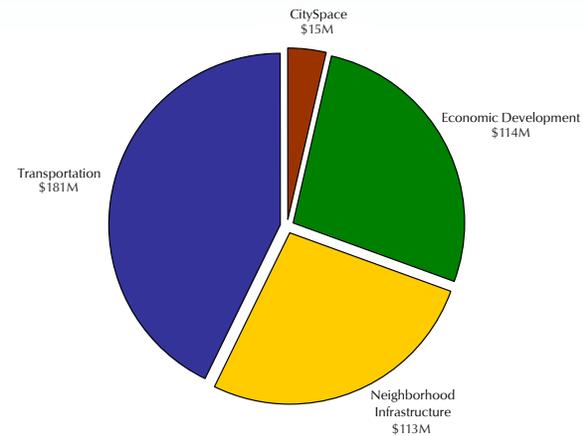
The mechanism for scheduling the funding, equipment, and personnel for City projects is the Capital Improvement Plan (CIP). The CIP is updated annually and establishes priorities and schedules for all public improvement projects within a five-year period, given available resources.

The overall 2007 capital budget was \$2.0 billion. Programs related to improvements at O'Hare and Midway Airports, the O'Hare Modernization program, Municipal Building and Water and Sewer accounted for over three-quarters of this budget. The remaining programs were allocated \$423.1 million, distributed among the following categories (as shown in the chart at the top right):

- CitySpace: \$14.9 million for parks, greenways, lakefront
- Economic development: \$114 million for streetscaping, industrial streets, viaduct improvements
- Neighborhood infrastructure: \$113.4 million for aldermanic menu of services, alleys, lighting, sidewalks
- Transportation: \$180.8 million for bridges, intersections, major streets, signals, transit

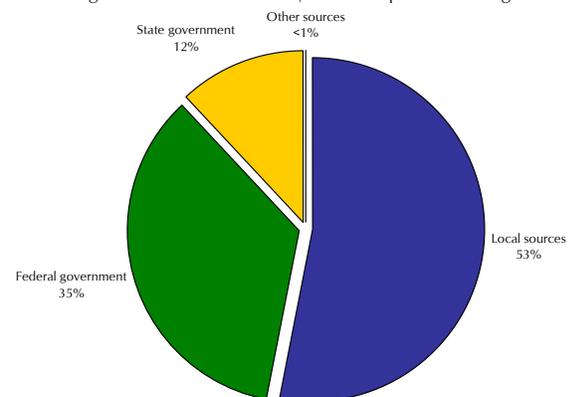
Funding sources for CIP projects include tax increment financing (TIF), general obligation (GO) bonds repaid by property tax revenues, state grants, federal grants and miscellaneous sources.

Figure ES-3: 2007 City of Chicago Capital Budget
CitySpace, Economic Development, Neighborhood Infrastructure, and Transportation Programs



Source: City of Chicago

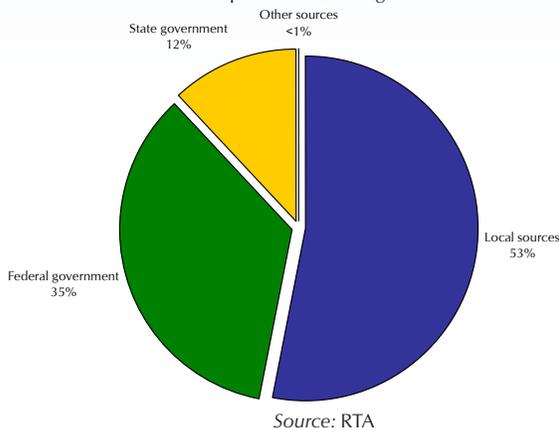
Figure ES-4: 2007 City of Chicago Capital Budget Funding Sources
CitySpace, Economic Development, Neighborhood Infrastructure, and Transportation Programs



Source: City of Chicago

IMPLEMENTATION AND FUNDING

**Figure ES-5:
Transit Capital Funding Patterns**
Top 50 US Transit Agencies



Transportation Funding

Public transportation projects in the U.S. are usually funded by a combination of fare revenues, federal grants and state and local subsidies that include dedicated tax revenues.

The transportation program in the City's CIP in 2006 and 2007 relied upon federal and state money for 80% to 90% of its funding. This funding has been relatively consistent over the past two years, with \$70 million in annual state funding and \$80 to \$85 million in annual federal funding.

Capital investment at the state and federal levels has been decreasing in the past decade. *2007 - The Year of Decision: Regional Transportation Strategic Plan*, prepared as part of the *RTA Moving Beyond Congestion program*, reported that the top 50 transit agencies in the U.S. relied heavily on local funds for their capital investments (as illustrated by the chart to the left):

- 53% from local sources
- 12% from the state government
- 35% from the federal government
- <1% from other sources

Recent trends, however, indicate an increased federal interest in transportation funding. Federal economic stimulus funds could accelerate plan implementation and increase the federal funding share.

Tax Increment Financing

Tax Increment Financing could serve as a source of funding for capital projects within the Central Area. Although it might not cover all of the City's local share of costs, TIF can provide a source of funding for initial activities, such as preliminary engineering or site preparation.

The established TIF districts will remain essential to funding the recommendations of the CAAP. They should be protected, expanded, and aggressively used in a coordinated way to ensure a secure funding framework.

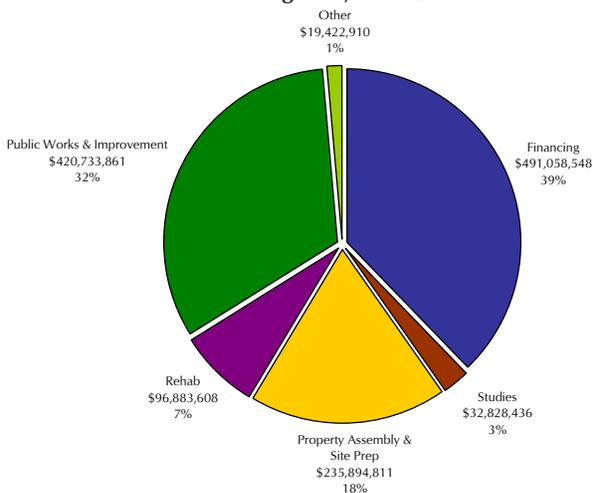
A useful statutory feature of TIF districts is the ability to share revenues among contiguous districts, to accommodate large-scale projects that may exceed a given year's incremental revenue collection or that may span multiple districts. Of the nineteen TIF districts located in the Central Area, sixteen districts are contiguous. The sum of total budgets for the Central Area TIF districts over their twenty-three year life spans is \$3.2 billion.

The top three spending categories in the Central Area TIF districts between 1997 and 2006 were:

- Financing costs for bonds: \$491 million (37.9% of total)
- Public works and improvement: \$421 million (32.4%)
- Property assembly and site preparation: \$236 million (18.2%)

The CAAP recommends focusing TIF spending on the major public works projects identified in this Plan.

**Figure ES-6:
Central Area TIF District Spending Categories, 1997-2006**



Source: City of Chicago